

Nemours®

PROMISE

REPORT FROM OUR COMMUNITIES



A letter from David J. Bailey

Promise is what drives us to deliver the safest, highest quality care. *Promise* is what inspires us to do whatever it takes to ensure the best health for each child. *Promise* is what compels us to invest in the most advanced technologies and facilities. *Promise* is what calls us to search for answers, for cures. *Promise* is what moves us to exchange knowledge and unlock the potential within every child. And, *Promise* is what unites us in efforts to transform what it means for children to grow up healthy.

How we deliver on that promise is the potential within each of us.



Nemours' 2011 *Report From Our Communities* is special in that it offers perspective from individuals to whom nearly 5,000 dedicated Nemours Associates delivered our promise: they are parents, educators, rising health professionals and established health leaders. Most importantly, they are individuals who bear responsibility for the health and well-being of children throughout communities nationwide.

Looking forward, I'm even more excited about what we'll be able to deliver to children and families. Our rapid growth and progress is transforming Nemours. As a system, we have under construction approximately 1.1 million square feet of space dedicated to direct patient care. In 2012, we'll become the only health system in the nation with two free-standing children's hospitals.

We will continue to deliver on our promise: through our hospitals, clinics and primary care network, and with community-based collaborations focused on prevention, reading readiness, health information, education and advocacy to bring all aspects of better health for children. Working in alignment, laser-focused on what is truly meaningful for families we serve—helping each and every child reach their full potential in life, living up to our own potential—that is what our promise is all about.

Sincerely,

David J. Bailey, MD, MBA
Nemours President & CEO

Patients and families sharing what matters—big and small. Nurses, doctors and other health professionals telling us what they need to deliver the very best care. Ideas tested and refined. More than one million square feet of space dedicated to direct patient care is currently under construction at Nemours. Together, we are building the future of children's health.



Facilities designed to deliver our promise.



As the family of a child living with cystic fibrosis, we're all too familiar with the workings of hospitals and clinics. When our physician asked me to be part of the newly-forming Family Advisory Council (FAC) for Nemours Children's Hospital, I was flattered. I first thought that they would just seek input on aesthetics—paint colors, draperies, that sort of thing. However, true to Nemours' holistic and team approach to care, the FAC was created to be an integral part of the whole hospital process—both design and operation.

In my more than four years on the FAC, Nemours has acted upon our ideas and suggestions related to hospital layout, access and parking, common area and room design—even hiring decisions. Being part of the team has also involved smaller details, such as how medication is stored and delivered, and how washrooms and furniture can be made more child- and family-friendly.

— Lynda Griffin, Co-chair, Family Advisory Council for Nemours Children's Hospital, Orlando, Florida



Nemours Children's Hospital Family Advisory Council Sub-Committees:

- Emergency Services Committee
- New Hire General Orientation Committee
- Art Installation Committee
- Employment Interview Committee (for administrators, physicians, nurses and Associates)
- Grand Opening Event Committee
- Ronald McDonald House Committee



“The Family Advisory Council has been my opportunity to give a voice to other families that have children with illnesses.” — Lynda Griffin

ENGAGED FROM THE BEGINNING

The Family Advisory Council (FAC) for Nemours Children's Hospital was formed even as the first Certificates of Need were being sent to government officials. Now, more than four years later, this diverse group of parents, families and Nemours Associates is still dedicated to creating, from the ground up, a hospital and environment that epitomizes the Nemours value of family-centered care.

The FAC actively assists in identifying the needs and concerns of patients and families and recommending courses of action. With Nemours looking to the Family Advisory Council as a trusted resource and partner, the FAC is driving family and patient involvement in the planning and building of this extraordinary facility.



Spacious, single-bed patient rooms with accommodations for parents' overnight stays are just one of the family-centered features available at Nemours Children's Hospital, opening October 2012 in Central Florida.

Built for families, by families.



Before pen was even put to paper, Nemours got families involved. They brought in the Family Advisory Council and showed us concepts and floor plans. They walked us through rooms built with Styrofoam. We said, ‘That wall is way too constrictive; can we get rid of it?’ So they moved the wall. ‘Can we turn the bed this way? Can we make sure there’s room to sit next to our child?’

We looked at doors and window treatments. We sat in chairs and laid on beds. We drew diagrams for the architects. From nursing station layout to the smallest details, Nemours said let’s see what families say, let them tell us what they want.

This building process is another validation that Nemours exists for families. My daughter’s smile is the constant reminder that this is the best place on earth for kids. It’s not a surprise at all that we are this involved with the expansion.

— Jim Burrows, Parent and Member, Family Advisory Council for Nemours/Alfred I. duPont Hospital for Children, Wilmington, Delaware



Nemours/Alfred I. duPont Hospital for Children Expansion Features:

INSPIRED BY CHILDREN

- Private, single-bed rooms
- A view to the outside in every room
- A playroom on every unit
- Two TVs in every patient room

GUIDED BY PARENTS

- Rooms that accommodate special needs families
- Refrigerators and a closet within the room
- Washer and dryer in the family room on every unit
- A serenity room on every unit
- Concierge services

DESIGNED FOR QUALITY CARE

- 24-bed patient care communities— with three eight-patient neighborhoods, each with a Team Station
- Access to Nemours Electronic Health Record system in every room

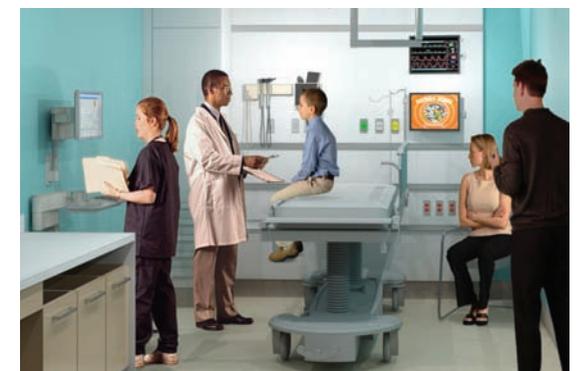


“This building process is another validation that Nemours exists for families. It’s not a surprise at all that we are this involved with the expansion.” — Jim Burrows

UNPRECEDENTED INPUT

Founded in April 2005, the Family Advisory Council (FAC) of Nemours/Alfred I. duPont Hospital for Children is a group of approximately 25 families and members of the Nemours staff. The FAC family members have experience with the Hospital in both inpatient and outpatient settings and in almost every specialty Nemours offers. The mission of the FAC is to contribute to the development and enhancement of family-centered care at the Hospital.

With the multi-year, \$260 million expansion underway at Nemours/Alfred I. duPont Hospital for Children the FAC has been given unprecedented access and input into all phases of the expansion’s design and operation.



Family input into room design has been critical to achieving our goal of creating a physical expression of Nemours’ family-centered care philosophy.



DELIVERING HIGH-QUALITY
HEALTH EXPERIENCES

Nemours exists to serve the needs of families. That is why the efforts of 5,000 Associates are focused on delivering the safest, most compassionate care and eliminating barriers to achieve the best outcomes. In 2011, team effort led to Nemours' rank among the top two percent of all hospitals nationwide with regard to safety and quality, according to the latest Leapfrog Group Hospital Survey.

Building confident, strong bodies.



When diagnosed with scoliosis, our 14-year-old daughter was devastated at the prospect of losing her dancing, a talent and passion that began at age three. She became very private and didn't even tell her best friend. The turning point came when we met Dr. Shah at the Nemours Spine and Scoliosis Center. There was an instant connection. He was open and honest. He understood Rachel's fears and made her feel like the most important person in the room. He was patient and took time for my questions. Dr. Shah's reassuring manner and complete confidence left no doubt in our minds that Rachel would be fine.

Three months after spinal surgery, Rachel was dancing again. Today, she has no limitations. Her recovery has been remarkable. I see a confidence in my daughter that she didn't have before. Nemours helped turn a trauma into a character building experience that will serve my daughter throughout her life.

— Judy Johnson, Parent, Harleysville, Pennsylvania



Nemours Orthopedics Top-Ranked by *U.S. News & World Report*:

- Commitment to involving parents and family
- Commitment to quality improvement
- Commitment to best practices
- Use of health information technology
- Subspecialist availability
- Advanced clinical services
- Clinical support services
- Advanced technologies
- Specialized clinics and programs
- Patient and family services



“Nemours helped turn a trauma into a character building experience.” — Judy Johnson



In 2011, Nemours/Alfred I. duPont Hospital for Children was rated among the best children's hospitals in the nation by *U.S. News & World Report* in 8 of 10 specialties, including cardiology & heart surgery, diabetes & endocrinology, gastroenterology, neonatology, nephrology, orthopedics, pulmonology and urology.

RECOGNIZED AS ONE OF THE BEST

Nemours/Alfred I. duPont Hospital for Children was recognized as one of the best children's hospitals in the country for orthopedics by *U.S. News & World Report*. Ranked seventh in the nation, our 2011-2012 orthopedic score card includes top marks for preventing complications following spine surgeries, and the highest scores possible for commitment to quality improvement, subspecialists, advanced clinical services and technologies, and involving families in care decisions. We are experts in the treatment and rehabilitation of young athletes. Even more importantly, we use scientifically-proven methods to proactively teach athletes how to avoid injuries, perform at their best and reach their full potential.



Too many children suffer needlessly from this manageable disease. Nemours is committed to working with the community to get childhood asthma under control.

IN PARTNERSHIP WITH THE COMMUNITY

In 2011, Nemours joined Northeast Florida partners Baptist Health, the Duval County Health Department, the American Lung Association and the Community Asthma Partnership at Wolfson Children's Hospital to deliver the first-ever First Coast Asthma Summit.

Nearly 100 community members including parents, health care providers, educators, school nurses, community physicians and other community members gathered to learn the latest facts about asthma and root causes of uncontrolled asthma. They worked together to propose solutions for a coordinated approach to asthma management for children throughout the community.



The inaugural First Coast Asthma Summit brought together 100 community members to discuss the multi-pronged approach necessary to decrease the disparities of asthma among children throughout Northeast Florida.

Working together to breathe easier.

Improving Asthma Care and Education:

- Nemours is one of 20 American Lung Association-sponsored research centers
- Current studies include:
 - Genomics and Metabolics of Asthma Intervention
 - Impact of Nutrition on Asthma Control
 - Obesity-Related Asthma and Lung Disease
 - Sickle Cell-Related Asthma and Lung Disease
- Asthma trials at Nemours have led to three articles published in the *New England Journal of Medicine*
- Additionally, formal studies conducted by two children's hospital licensees indicate that viewers of Nemours KidsHealth-created asthma education videos have experienced a 50 percent drop in readmissions



My daughter Samaria, a high school basketball player, was diagnosed with asthma at an early age. About a year ago, during a pulmonary exam, we were referred to a Nemours research study on the effects of soy supplements on asthma control.

It was extremely interesting to be part of a study. We saw how her personal experiences were studied and used to benefit others. Samaria learned more about her disease and different medications, and it reinforced for her the importance of taking her medication.

Nemours was wonderful. Samaria connected with a researcher who had gone to her high school, and they loved talking sports. Members of the research team even came out to watch some of Samaria's games.

My daughter had a great year—she made the all-state team and has earned a college basketball scholarship. She will not let asthma stop her.

— Natalie Howard, Parent, Jacksonville, Florida



Eliminating barriers for better health.



Eight years ago at Nemours/Alfred I. duPont Hospital for Children, our son was diagnosed with a malignant brain tumor. Our family embarked on a long, daunting journey through treatment and recovery while Jimmy spent months in the hospital and years in a wheelchair. Today, he is an active 13-year-old who loves sports and has a typical teen sense of humor.

The Survivorship Clinic at Nemours provides us with a dedicated individual to help us understand and deal with the longer-term issues of our son's care. It's great to have a caring and knowledgeable go-to person that is accessible and responsive whenever I have a question. The Clinic helps connect us to other services, coordinate care and resolve issues.

Every day it's amazing to have our family of four still intact. I credit duPont Hospital and the wonderful individuals there. This continuing care is another gift from Nemours.

— Nancy McKeon, Parent, Landenberg, Pennsylvania



Increasing Access to Decrease Families' Heartache, Anxiety and Concern:

In 2011, Nemours made great strides in our efforts to improve access to specialty care and services—all to help families receive the care they need, when they need it.

- Nemours/Alfred I. duPont Hospital for Children and Nemours Children's Clinic - Delaware Valley Practices
 - 72 percent on-time starts in the Operating Room (OR) (up 33 percent over 2010)
 - Additional OR block times for orthopedics and urology
 - Expansion of service times for MRI, interventional radiology, ultrasound and Sleep Lab
 - Improved access to outpatient specialty care appointments for new patients
 - Consultative pediatrician model introduced for gastroenterology and neurology patients
- Nemours Children's Clinic - Florida Practices
 - Additional access and "stand-by" slots
 - Additional pop-up clinics on non-clinic days
 - Template review and simplification
 - Increased use of extenders and cross coverage



Nemours physicians now see children in foster care for an initial screening required within 72 hours of placement and a comprehensive evaluation within 30 days.

A STABLE MEDICAL HOME

In 2011, Nemours/Alfred I. duPont Hospital for Children became the "medical home" for primary care services for children in Delaware's foster care system. Children in foster care often run the risk of having their health needs go unmet or unrecognized. Nemours developed the partnership with the state's foster care program, which serves more than 1,200 children annually.

Nemours physicians now see children in foster care for an initial screening required within 72 hours of placement and a comprehensive evaluation within 30 days. Ongoing primary and preventive care can be provided at one of 10 Nemours Pediatrics sites closest to the foster care home.

If specialty care is required, the pediatric specialists of Nemours/Alfred I. duPont Hospital for Children in Wilmington and selected specialists in multiple Nemours locations throughout Delaware are ready to serve.

In addition, the child's medical history is incorporated into the Nemours electronic health record to ensure coordination of care and continuity should the child leave the state, go elsewhere for care or age out of the program.

Education realizes potential, research offers promise and innovation advances it all forward. Nemours' unwavering commitment to investing in the latest technology systems, critical research and continuing education is making a direct and positive impact on the delivery of care to children across the nation and building on a legacy of scholarly achievement at Nemours.

Convenient, online support.



It's great to get reminders of appointments and to have our records all in one place. That my 15-year-old daughter can send her pump data info to the nurse, and check and compare her test results by herself is terrific. MyNemours—the family portal for online access to the electronic health record—has helped her to be independent, to take control of her care on her own.

It's nice to know that when we travel we can access the information from any computer. It's like your own personal file that you carry with you anywhere. MyNemours is definitely convenient.

Diabetes is a lifetime illness. When Avery is away on trips she can log in and take care of herself, and I find that reassuring. The technology is amazing; it really works. In every aspect of our care, I can't think of anything Nemours could do to make things better.

— Cynthia Kershaw, Parent, Swedesboro, New Jersey



Keeping the Child's Care Team Connected and Informed:

- **CONVENIENCE:** MyNemours gives families secure online access to their child's health records anywhere, anytime. The portal has nearly 22,000 users and continues to grow.
- **INTEGRATION:** NemoursLink connects community-based physicians to their Nemours patients' electronic health record
- **EDUCATION:** The most-visited site on the web for children's health topics, KidsHealth.org gives children and families the ability to click on a diagnosis, procedure, lab test or medication and find related information

KidsHealth also offers a library of family-friendly discharge instructions from the electronic health record to help ease the transition for families from hospital to home



Nemours is one of 59, or just 1.1 percent, of the more than 5,000 U.S. hospitals recognized at Stage 7 of meaningful use with electronic health record technology.

RECOGNIZED FOR MEANINGFUL USE OF EHR

In 2011, Nemours received the Healthcare Information and Management Systems Society (HIMSS) Analytics Stage 7 Award—the highest level of attainment in adopting electronic health records to positively affect health outcomes for families. Of more than 5,000 U.S. hospitals in the HIMSS Analytics Database, Nemours is one of just 59 recognized with a Stage 7 Award.

In addition, Hospitals & Health Networks named Nemours/Alfred I. duPont Hospital for Children a “Most Wired” hospital, further recognizing our meaningful use of health information technology for patient safety and quality improvements.



The Nemours model of care is further enabled by technology that connects all members of the care team—including the family—to contribute to improving the health of a child.



Solid research leads to real-world results.

In an average week, there are five papers being published and six national or international presentations or posters being shared by Nemours faculty.

BENCH TO BEDSIDE, CLINIC TO COMMUNITY

More than 500 active research projects and clinical trials are underway seeking new ways to prevent, diagnose and treat childhood diseases, and to educate the next generation of leaders in children's health.

In 2011, the Association for the Accreditation of Human Research Protection Programs awarded full five-year re-accreditation to the Nemours Office of Human Subjects Protection, placing Nemours among fewer than 250 research institutions worldwide that meet the highest standards for assuring the protection of the rights and safety of children who volunteer to participate in research studies conducted across the enterprise.



Integrating Research Findings to Benefit Patient Populations:

- Nemours subsidized children's health research by nearly \$17 million during 2011
- In alignment with the Nemours Research Strategic Plan, every PhD scientist is collaborating with clinicians on research projects
- Currently, more than 500 active research projects and clinical trials are under the direction of 100 Nemours physician-scientists, 25 PhD center directors and laboratory heads, and 170 support staff
- Across all of Nemours, active studies include 110 clinical trials, 52 non-federal grants and 80 federal grants and subcontracts



My struggle with weight has been really difficult ever since I was a very young child. Finally, I hit 365 pounds and that was a huge wake-up call. I had diabetes, high blood pressure and cholesterol, and of course teasing came along with the weight.

I went on the Internet and found out about the FDA lap band surgery study at Nemours. My parents were more afraid than I was. I was excited because it would be a new chapter in my life.

When the surgery is complete, you think everything is going to be great, but it's not, you still have to work. Through Nemours, I've learned how to exercise, eat right, stick to my diet and how to read labels, which is very helpful. I now cook healthy meals that I enjoy.

The relationship with the doctors is very important. They see that everything is okay and that I'm healthy and not losing too much weight too fast. Being part of this study through the Bariatric Program at Nemours has changed my life.

— Stacie, Bariatric Program patient, Nemours/Alfred I. duPont Hospital for Children, Wilmington, Delaware



A virtual classroom for tomorrow's professionals.



I always wanted to work in pediatrics. As a student at Jefferson Medical College, which has a long affiliation with Nemours, I was very excited to get my residency match with the duPont Hospital for Children.

I have been impressed with the process for Nemours family-centered rounds—it has been very educational, with all disciplines represented. The entire care team, including families, continues to be an integral part of my education. It is a great environment for learning, and I see what a comforting environment it is for children and families. There is great opportunity for exposure to many different subspecialties. It was also an honor for me to volunteer as the only medical student at Nemours' 2011 *Hot Topics in Neonatology* conference, one of the top international events in this field.

— Jolie Hsu, Pediatrics Resident, Nemours/Alfred I. duPont Hospital for Children, Wilmington, Delaware and Jefferson Medical College, Philadelphia, Pennsylvania



Nemours is Dedicated to Training Future Pediatric Specialists

In 2011:

- Provided educational support totaling \$5.5 million
- Continued affiliations with Jefferson Medical College, Mayo Medical School, and the Colleges of Medicine at the University of Florida, Florida State University and the University of Central Florida
- Offered Continuing Medical Education (CME) for physicians, nurses and health professionals both inside and outside of the Nemours system, including national and regional conferences, regularly scheduled activities and physician outreach
- Nemours PedsEducation.org expanded to become NemoursEducation.org including PedsUniversity and NICUniversity, continuing to offer free, online CME along with news, interviews, lectures and other information critical for pediatric patient care for nearly 60,000 registered users



Nemours trains 1,635 residents, medical students and physician-fellows annually, making the organization one of the largest “virtual” classrooms in the nation.

ADVOCATING FOR GRADUATE MEDICAL EDUCATION

Nemours met with House and Senate Appropriations Committee members to voice support for Children's Hospital Graduate Medical Education (CHGME) and urged our Delaware and Florida delegations to support CHGME funding. At this writing, the Senate Appropriations Committee's bill continues funding for CHGME at Fiscal Year 2011 levels (\$268 million), while the House draft also flat-funds CHGME. Given the President's proposed elimination of the program, maintaining funding for the program at last year's levels is significant.



Nemours leverages pediatric expertise and evidence-based care to address the health of children beyond our walls. Developing effective programs that address the whole health of the child. Collaborating with community-based partners to deliver programs and resources to families. Advocating at all levels of government to affect policy change. All of these efforts are maximizing the impact and reach of health services and resources that will help every child reach his or her full potential in life, not just those in our direct care.



Planting the seeds for better health.



At Markham Woods Presbyterian Pre-school and Kindergarten, our curriculum focuses on readiness skills, social development, enthusiasm for learning and positive self-image. In 2011, through Nemours' affiliation with the Early Learning Coalition of Seminole County, several of us were trained in Nemours' *Healthy Habits for Life*—a program that promotes healthy eating and physical activity habits. We were so impressed that it has since been implemented in our two-, three- and four-year-old classrooms, and related policies have been integrated into our Parent Handbook.

We've seen our children enthusiastically adopt these habits and become confident decision-makers as they understand the differences between 'anytime' foods and activities like water and playing outside, and 'sometimes' choices like juice or screen time.

Nemours continues to support our goals by answering our questions, offering resources and providing additional materials for our classrooms.

— Cheryl Beck, Pre-school Director, Markham Woods Presbyterian Pre-school and Kindergarten, Lake Mary, Florida



Key Partners in the Florida Prevention Initiative:

- Blue Cross and Blue Shield of Florida Foundation
- Early Learning Coalitions of Seminole, Orange, Osceola and Brevard Counties
- Health Council of East Central Florida
- Reduce Obesity in Central Florida Kids (ROCK)
- Winter Park Health Foundation
- Community Coordinated Care for Children (4C) Child Care Food Program
- Orange County Head Start

Healthy Habits for Life Dissemination (Central Florida):

AUDIENCE 2009 - 2011	
TRAIN THE TRAINER	70
CHILD CARE SETTINGS	247
CHILD CARE PROVIDERS	610
CHILDREN REACHED	10,948

To date, there have been more than 24,000 downloads of resource materials from HealthyKidsHealthyFuture.org.

LET'S MOVE! CHILD CARE

When First Lady Michelle Obama launched the *Let's Move!* Child Care program, she enlisted the help of Nemours to assist in guiding the initiative and creating the interactive website.

Nemours shares a host of resources online at HealthyKidsHealthyFuture.org and provides child care providers a forum to exchange their best practices.

So far, more than 6,800 child care organizations have made the commitment to follow the guidelines set forth for food and beverages, physical activity, screen time and infant feeding—and to voluntarily undergo independent assessment of their progress.



Since June 2011, more than 6,800 child care organizations have made the online commitment at *Let's Move!* Child Care's HealthyKidsHealthyFuture.org.

Moving into a healthier state of mind.



Brader Elementary has had a culture of health and wellness for a long time. Even with this high level of fitness awareness already existing on our part, our physical education teacher is constantly on the lookout for programs that produce results. Because of her prior dealings with Nemours, it was natural to work in the Make School a Moving Experience initiative.

The TAKE 10 piece has been so beneficial due to the different opportunities to promote physical activity within the classroom setting. We've deemed it so important that our staff works it into their lesson plans every day, and we've seen a positive impact on our students.

Nemours has been wonderful. They have always come in and helped with awareness campaigns, programs and even monthly celebrations at the school. They have been a consistent partner and a constant resource at the teacher, parent, student and community levels.

— Heather Buchanan, Principal, Brader Elementary School, Newark, Delaware



Community-Based Health Promotion:

- 10 Triple P Positive Parenting Program sessions were conducted in 2011, which trained and accredited 180 providers throughout Delaware and will impact 4,500 children and families annually. Triple P promotes responsive caregiving as a mechanism for promoting healthy social and emotional development in young children.
- In collaboration with the Delaware Department of Education Child and Adult Care Food Program (CACFP) and the USDA Team Nutrition project, Nemours distributed nearly 1,700 copies of the *Partnering with Families Guide*. This guide was developed to assist child care providers in engaging families to promote and adopt healthy eating and physical activity practices. The program has reached 1,200 child care providers helping them implement the state's nutrition and physical activity regulations.
- With support from Governor Markell and Sussex County government officials, Nemours Health & Prevention Services launched "Sussex Outdoors," a southern Delaware initiative that will expand and begin trail networks in and outside state parks in three counties, to help Delaware become a more walkable, bikeable state and improve the quality of life for its families.



A study of 80,000 kids from the Delaware Department of Education and Nemours Health & Prevention Services found that students who perform better on fitness tests also score higher academically and behave better in school.

MAKING SCHOOL A MOVING EXPERIENCE

Make School a Moving Experience, a physical activity initiative developed by Nemours, offers training, resources and support to 13 school districts and their wellness councils throughout the state of Delaware. The program encourages 150 minutes of moderate to vigorous physical activity per week and works with schools and educators to create their own combination of physical education, classroom activities, recess activities and other modified approaches to ensure that kids get moving throughout the day.

As a result of these partnerships, physical activity is becoming embedded in school routines and schedules of more than 40,000 students annually. Studies have shown that increased physical activity not only improves levels of fitness, it also improves student behavior and academic achievement.



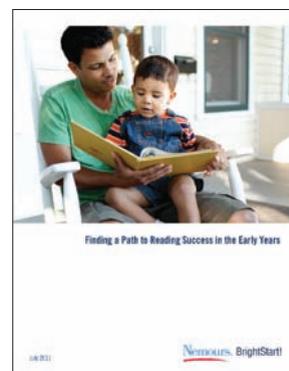
Nemours BrightStart! curriculum is now used in 13 Florida counties, one county each in Delaware, Maryland and Tennessee, and two school districts in Louisiana.

PROGRAM SUCCESS LEADS TO ADVOCACY

Nemours BrightStart! (NBS!), nationally recognized as the first program of its kind, researches, develops and provides research-based intensive instruction targeting young children who are at risk for reading failure. Since 2005, tens of thousands of pre-kindergarteners have been screened on early literacy skills, with thousands of at-risk children receiving NBS! intensive educational instruction.

The success of Nemours BrightStart! has enabled Nemours to advocate at the national level for issues relating to reading failure and reading disabilities. In 2011, NBS! developed its first policy brief that was presented to and discussed with Congressional staff.

NBS! also provided language for key education legislation that addressed the needs of the struggling, diverse learner.



Nemours BrightStart! developed and delivered its first policy brief related to early education and early literacy standards before Congressional staff during 2011.

A passion for reading readiness.



In 2011, Nemours BrightStart!:

- Offered more than 2,600 screenings
- Provided instruction to more than 460 pre-kindergarteners
- Trained an additional 100 early childhood educators
- Assisted Duval County Public Schools to implement NBS! curriculum in all 58 Title 1 pre-K classrooms
- Provided more than 400 Health Provider Tool Kits to aid health providers in identifying patients at risk of reading failure in Delaware and Florida
- Finalized Level Two Kindergarten Curriculum to be distributed via publishing partner Kaplan in 2012
- Published a research manuscript on Years 2 and 3 of child outcomes research in the *Journal of Learning Disabilities*

Nemours BrightStart! has changed my life, just as I've seen it change the lives of pre-school children. After college, I was thinking about careers when I attended a parent training class for Nemours BrightStart!. I was so impressed, that when a position for an early literacy specialist was offered through funding from the Jessie Ball duPont Foundation, I jumped at the opportunity.

I have worked with many struggling preschoolers who scored poorly in the early literacy screening tool, Get Ready to Read (GRTR). After Nemours BrightStart! instruction, their confidence skyrockets, and we've seen GRTR scores nearly double on the follow-up screening. The gap in reading readiness scores between children who received the instruction and those who did not need it decreased substantially, to only a few points average difference.

My own confidence has grown, and I know I have found my calling.

— Jade Hatcher, Early Literacy Specialist, Gulf County, Florida





“Here were kids in life-altering situations and dealing with it. This video showed me that if I handled it well, it would help my son handle it well.” — Kim Silpath

A SMART WAY TO LEARN AND PLAY

Play teaches children about the world around them; it strengthens social skills and physical abilities, fosters imagination and helps manage emotions. However, each year hundreds of thousands of children are treated in emergency rooms for play- and toy-related injuries.

In 2011, The Children’s Hospital Association (CHA), a merger of the National Association for Children’s Hospitals and Related Institutions (NACHRI) and two related organizations, partnered with Nemours to create an area on KidsHealth.org called the Play & Learn Center. Designed for parents and other caregivers, the site focuses on the benefits of active and imaginative play, including tips for toy safety, safe play,

age-appropriate toy selection, techniques to motivate active play and game recommendations.



Launched in 2011, the Play & Learn Center was developed by KidsHealth and the Children’s Hospital Association.

Health Edutainment from Nemours Center for Children’s Health Media:

- KidsHealth.org is the most-visited site on the web for topics about health, behavior and development information from before birth through the teen years
- KidsHealth provides knowledge, advice and comfort in English and Spanish
- Visits to KidsHealth.org grew at a rate of 19 percent in 2011, with parents, kids, teens and educators accessing its pages
- On a typical weekday, the site receives 1,000,000 visits
- In 2012, KidsHealth.org will achieve 1.5 billion visits since its launch in 1995

An online source for comfort.



My 11-year-old son was diagnosed with bone cancer in his leg. Soon after, we were told about the KidsHealth videos on the GetWell Network. I was reluctant, but I started to watch them and I thought they were awesome.

Here were kids in life-altering situations and dealing with it. It showed me that if I handled it well, it would help my son handle it well. As my son watched, he realized that there were other kids out there with cancer who were coping.

Now that he’s home, I can access all of the KidsHealth educational content related to his condition from MyNemours. I can monitor all of his health records and lab results, as well as communicate with his doctor regarding questions and concerns.

My son’s been out of chemo for eight months. He’s had to learn to walk again, but he’s doing it. And, he has agreed to appear in and tell his story through a KidsHealth video to help other kids.

— Kim Silpath, Parent, Galena, Maryland



Partnering for positive change.



Everyone agrees that childhood obesity is an epidemic that demands action. While some are paralyzed by the uncertainty about what actions are most effective, Nemours chose to act. The National Initiative for Children's Healthcare Quality (NICHQ) has long collaborated with Nemours, initially supporting its clinical quality and improvement work. When NICHQ launched our Health Resources and Services Administration (HRSA) supported *Collaborate for Healthy Weight* program, Nemours' work addressing childhood obesity across multiple sectors made them a welcome partner.

In *Collaborate for Healthy Weight*, each of our consortium members brings specific expertise. Nemours has been invaluable on two fronts: providing help to clinicians to make them practice as effectively as they can in both preventive and therapeutic obesity services; and guiding the efforts in mobilizing multi-sector community change.

Nemours has shown that a health care system can improve itself; affect a coordinated, positive change in its community; and drive a national policy agenda. That is a unique combination.

— Charles J. Homer, MD, MPH, CEO and President, National Initiative for Children's Healthcare Quality (NICHQ)



Promoting Evidence-Based Models and Leveraging Strategic Partnerships to Influence Child Health Issues

In 2011:

- Nemours partnered with the First Lady to launch *Let's Move!* Child Care
- Nemours influenced the Centers for Medicare and Medicaid Services innovation funding opportunity to allow for the inclusion of population health reflecting Nemours' model
- Led by Nemours and the Centers for Disease Control & Prevention, the Healthy Kids, Healthy Future Steering Committee was acknowledged by the USDA as a reputable resource for expert input on implementation of the Healthy, Hunger-Free Kids Act
- Nemours partnered with private health foundation The California Endowment and an anonymous donor for the Children's Outcomes Project learning community, offering policy briefs and recommendations for improving children's health and well-being



Through *Collaborate for Healthy Weight*, Nemours provides expertise, tools and resources for 50 U.S. communities identifying and evaluating programs and policies to prevent and treat childhood obesity.

TRANSFORMATIONAL ADVOCACY

Nemours has been a strong advocate for the Community Transformation Grant program. These grants flow from The Prevention and Public Health Fund, the nation's first mandatory funding stream dedicated to improving the nation's public health, created within the Affordable Care Act.

Due in part to Nemours' efforts, these grants received a robust funding increase from \$145 million in Fiscal Year (FY) 2011 to \$226 million in FY 2012.

The purpose of these grants is to support the development of evidence-based, community-based prevention and wellness initiatives to address the leading causes of chronic conditions.



A commitment to doing whatever it takes to improve the health of children requires responsible and deliberate fiscal stewardship. In doing so, we remain faithful to the legacy of our founder, Alfred I. duPont; honor the contributions of our donors and partners; and keep our promise to help each and every child reach their full potential in life.



Robert D. Bridges, CPA
EVP, Enterprise Services & CFO

Nemours' uniqueness as a pediatric health system is grounded in our dedication to advancing higher standards in children's health by providing health information, prevention and wellness services to our communities, all backed by the advanced knowledge we gain through our investments in research and medical education. In order to fulfill our vision of improving the health of communities, Nemours must maintain a sound financial strategy.

By remaining strategy focused and keeping our patients and families as the focal point in everything we do, Nemours' overall operational performance has exceeded expectations in the face of a continued struggling economy and health care reform. Our positive results have enabled Nemours to continue investing in initiatives that are critical to our ability to reach our strategic destination, such as the significant expansion at Nemours/Alfred I. duPont Hospital for Children, which will be fully funded by cash from operations.



THE NEMOURS FOUNDATION (Dollars in thousands)

Condensed Combined Balance Sheets – December 31, 2011 and 2010

ASSETS	2011	2010
Current assets	\$ 225,347	\$ 227,309
Non-current assets	1,055,410	965,698
Total unrestricted assets	1,280,757	1,193,007
Restricted assets	389,754	395,529
Total assets	\$ 1,670,511	\$ 1,588,536
LIABILITIES AND NET ASSETS		
Current liabilities	\$ 162,529	\$ 154,431
Non-current liabilities	499,886	446,190
Total liabilities	662,415	600,621
Net Assets		
Unrestricted	\$ 618,342	\$ 592,386
Temporarily restricted	384,492	390,417
Permanently restricted	5,262	5,112
Total net assets	1,008,096	987,915
	\$ 1,670,511	\$ 1,588,536

In addition, Nemours Children's Hospital in Orlando will open in October 2012, establishing Nemours as the only pediatric health system in the nation with two tightly integrated, free-standing children's hospitals. Nemours remains wholly committed to our promise to do whatever it takes to help all children grow up healthy and achieve their full potential in life.

Condensed Combined Statements of Operations

Years ended December 31, 2011 and 2010

(Dollars in thousands)

	2011	2010
Net patient service revenue	\$ 609,149	\$ 563,917
Contributions from the Alfred I. duPont Testamentary Trust	125,231	112,292
Other income	59,249	59,442
Total revenue and other support	793,629	735,651
Total operating expenses	717,239	663,961
Operating income	76,390	71,690
Non-operating income (expense)	1,509	(9,967)
Pension liability adjustment	(51,943)	3,666
Increase in unrestricted net assets	\$ 25,956	\$ 65,389

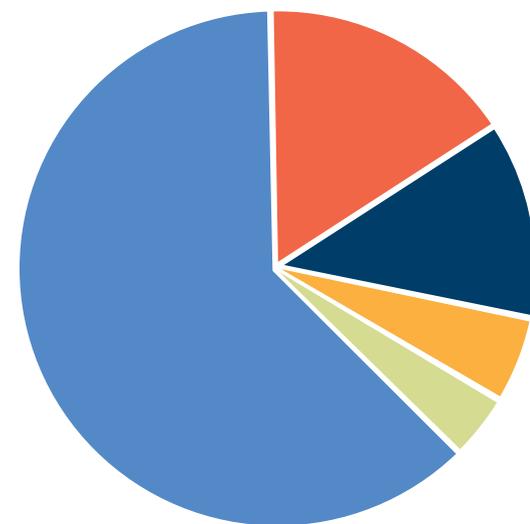


For more than 30 years, Nemours SeniorCare has provided vision, hearing and dental services to Delaware seniors living on a tight budget.

2011 Total Community Benefit

\$123.3 Million

■ UNCOMPENSATED MEDICAL CARE	\$75.6
■ PREVENTION & INFLUENCING CHILDREN'S HEALTH	\$21.0
■ RESEARCH	\$16.7
■ EDUCATION & TRAINING OF HEALTH PROFESSIONALS	\$5.5
■ SUBSIDIZED HEALTH SERVICES	\$4.5



AN UNWAVERING DEDICATION TO THE HEALTH OF ALL CHILDREN

Since opening our doors, Nemours has invested more than \$2.2 billion to enable a higher standard of care for more than two million children in medical need. Our investment in children, families, research and education is a response to community health needs as Nemours aims to fulfill our mission to provide leadership, institutions and services to restore and improve the health of children through care and programs not readily available, with one high standard of quality and distinction regardless of the recipient's financial status.

In 2011, Nemours cared for 272,391 children during more than one million encounters.

UNCOMPENSATED MEDICAL CARE - \$75.6 MILLION

- \$6.0 million in services classified as charity care for children without financial access
- \$47.5 million toward costs in excess of government payments for services provided to Medicaid and other public health program beneficiaries
- \$22.1 million in uncollected patient care charges underwritten by Nemours

PREVENTION & INFLUENCING CHILDREN'S HEALTH - \$21.0 MILLION

- Subsidized by Nemours for prevention and child health programs, including those provided through Nemours Health & Prevention Services, Nemours Center for Children's Health Media, Nemours BrightStart! and Nemours Office of Policy & Prevention

RESEARCH - \$16.7 MILLION

- Contributed by Nemours for translational research with more than 500 active research projects and clinical trials in progress under the direction of 100 Nemours physician-scientists, 25 PhD center directors and laboratory heads, and 170 support staff

EDUCATION & TRAINING OF HEALTH PROFESSIONALS - \$5.5 MILLION

- Invested to support education and training for health professionals, including 906 medical students, 626 residents and 103 fellows

SUBSIDIZED HEALTH SERVICES - \$4.5 MILLION

- Subsidized health care provided to our physician practices and Clinics, including services provided by Nemours SeniorCare for Delaware seniors

Together, we can shape the future.



When people ask me about Nemours, I tell them why I am thoroughly committed to its mission.

My teenage son was wasting away with a rare disorder, undiagnosed for months by doctors who did not connect the dots. When a diagnosis was finally offered, I asked what took so long. The doctor's curt answer: 'We are trained to look for horses, not zebras.'

It was not until Nemours that we were finally confident in the diagnosis and treatment. Today, my son is looking forward to graduating from college.

Now, with Nemours Children's Hospital in Orlando, we will create something special. The Hospital is an investment in our community that will be treating children for generations. It will be a place of collaboration and compassion. A place of zebras, so to speak, and I am honored to be part of it.

— Laura Wideman, Donor, Volunteer and Member, Family Advisory Council for Nemours Children's Hospital, Orlando, Florida



Nemours Fund for Children's Health Has Record-Breaking 2011

Nearly 3,330 individuals, corporations, foundations and organizations contributed more than \$6 million.

Our communities' generosity included:

- The *Our Children, Our Hospital* campaign for the expansion of Nemours/Alfred I. duPont Hospital for Children
- Early support for Nemours Children's Hospital in Orlando
- Our Associate Giving program, *It's All About the Kids*
- Galas and golf tournaments in Florida and Delaware
- Significant gifts from DuPont, Edyth Bush Charitable Foundation, Hyundai Hope on Wheels, Kohl's and the Swank Foundation



Nemours is cultivating a culture of philanthropy, as our communities and friends increasingly understand how their partnership helps our organization do more for children.

YOUR GENEROSITY. OUR PROMISE.

The gifts of our donors help to ensure that Nemours can confidently deliver on our promise and continue the legacy of caring for children now and in the future. We sincerely thank our donors for their belief in the Nemours promise and all that it holds for our children.

To learn more about the importance of your donation, and the many ways to contribute, please visit Nemours.org/give or call (888)494-5251.



The first-ever Radiothon at Nemours/Alfred I. duPont Hospital for Children raised more than \$115,000 in just two days, including a \$30,000 gift from Domino's Pizza.



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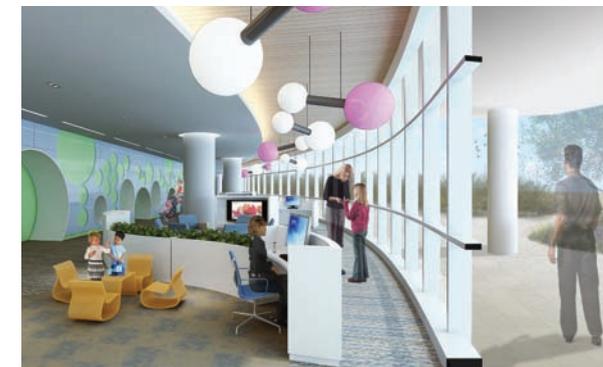
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- Hospital**
 - Nemours/Alfred I. duPont Hospital for Children, Wilmington
- Children's Clinic (specialty care)**
 - Wilmington
- Cardiac Center**
 - Wilmington
- Nemours Health & Prevention Services (NHPS)**
 - Newark
- Nemours Mansion & Gardens**
 - Wilmington

NEW JERSEY

- Children's Clinic (specialty care)**
 - Egg Harbor Township
 - Vineland
 - Voorhees
- Pediatric Partner Hospitals**
 - AtlantiCare Regional Medical Center - City Campus, Atlantic City
 - AtlantiCare Regional Medical Center - Mainland Campus, Pomona
 - South Jersey Healthcare Regional Medical Center, Vineland

PENNSYLVANIA

- Children's Clinic (specialty care)**
 - Collegeville
 - Lancaster
 - Newtown Square
 - Philadelphia
- Pediatrics (primary care)**
 - Wynnewood
 - Philadelphia
- Pediatric Partner Hospitals**
 - Bryn Mawr Hospital, Bryn Mawr
 - Thomas Jefferson University Hospital, Philadelphia

FLORIDA

- Home Office**
 - Jacksonville
- Hospital**
 - Nemours Children's Hospital, Orlando
- Children's Clinic (specialty care)**
 - Destin
 - Jacksonville
 - Lake Mary
 - Orange Park
 - Orlando
 - Pensacola
 - Viera
- Pediatric Partner Affiliate Hospitals**
 - Holmes Regional Medical Center, Melbourne
 - Sacred Heart Hospital, Pensacola
 - Wolfson Children's Hospital, Jacksonville
- Nemours BrightStart!**
 - Jacksonville
 - Orlando

Nemours/Alfred I. duPont
Hospital for Children

Nemours Biomedical Research

Nemours BrightStart!

Nemours Center for Children's
Health Media

Nemours Children's Clinic

Nemours Children's Hospital

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